

Personnel Director

Research and Planning Staff

Review of Personnel Office Program Achievements - First Six Months, 1953

At the half-way mark in calendar year 1953 it is appropriate to review progress made towards the objectives of the personnel program for the year.

#### 1. Agency Regulations

Substantial achievement is evident in the development of regulatory issuances. There has been developed for the Personnel section of the CIA Manual a classification of more than 50 categories within which approximately 100 regulations will be issued, [REDACTED] Approximately one-third of the regulations scheduled in this framework have been forwarded from the Personnel Office for Agency coordination and authentication prior to issuance. Another group of equal size is in the drafting or coordination stages within the Personnel Office. Of the remainder several are awaiting policy decisions or may be eliminated by adjustments in the classification of the Personnel section of the Manual. Six are to be drafted outside the Personnel Office. A detailed status report on the regulations project is attached as Appendix A.

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#### 2. Personnel Director Memoranda

The attainment of this advanced stage in the personnel regulations project has permitted the initiation of a revision of the Personnel Director Memorandum system to integrate these issuances into the Personnel section of the Manual. A working classification of the PDM's has been made as a preliminary in the drafting of instructions for the elimination of obsolete material and the coding of valid items for inclusion in their appropriate Manual place.

#### 3. Handbooks

There has been developed for Agency information and use, with proper integration into the Manual scheme, a "Guide to the

Preparation and Processing of Standard Form 52, Request for Personnel Action". A handbook entitled, "How Your Position is Classified in CIA", which is in the reproduction process, should be of benefit in illuminating this frequently misunderstood phase of personnel management. An informational booklet "Facts for Members of the Personnel Career Service" is ready for distribution to all employees to whom a "PC" Career Designation is assigned.

#### 4. Classification

Further activity in the classification field includes the recent initiation of an intensive standards writing project. In addition, with the disbanding of the group working on development of qualification standards, responsibility has been given to CWD for the direction of a program which includes the writing of qualification requirements as a part of position descriptions and position standards.

#### 5. Recruitment

The extensive reductions in force which have for some time been proceeding in many Federal agencies have opened a source of clerical recruitment. Files of employees of other agencies who are so affected are being screened and interviewing of qualified personnel is continuing. Applicant information sheets are now in use as a general recruitment device to inform interested persons concerning the security requirements for employment in this Agency.

#### 6. Placement

Placement activities have been facilitated by the completion of the codification of qualifications of Agency personnel which enables the preparation of Employee Qualification Registers. A system of successive follow-up interviews by placement officers with new employees has been established in order to aid in the satisfactory adjustment of new employees and determine any auxiliary action needed.

#### 7. Military Personnel

A regulation governing the use of detailed military personnel is now undergoing Agency coordination. When approved it will assign to the Assistant Director (Personnel) responsibility for procurement of military personnel overseas, as well as in this country as at present, and will provide for identification of positions requiring military personnel on Tables of Organization and for assignment of military personnel to these positions.

#### 8. Career Service

In the Career Service Program procedures for the assignment of Career Designations to Staff Employees have been issued and an Agency notice on the subject published. Rosters of Career Designations have been prepared and controversial cases identified.

#### 9. Personnel Relations

A long-felt lack in the employee relations field has been filled through the establishment of a secure hospitalization and surgical insurance program available to all interested employees by membership in Group Hospitalization, Inc., through the Government Employees Health Association. Issuance of new identification cards to employees already members of G.H.I. is in progress. Extension of the program to overseas personnel is about to be undertaken.

#### 10. Incentive Awards

Great stimulation, with corresponding response, has been effected in the Incentive Awards Program through accelerated tempo of the activity and the use of positive promotional techniques.

In the second six months of the year it should be possible not only to continue or complete projects already well started or in their final stages, but also to put increased emphasis on informational issuances of the handbook type, the improvement of employee benefits and services, the development of the Career Service Program on the basis of the Career Designations and the general refinement and improvement of all phases of the personnel program.

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Attachment

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RPS/ [REDACTED] nh (15 July 1953)

Distribution:

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- 0 & 1 - Addressee
- 1 - [REDACTED]
- 2 - RFS

15 April 1953

MEMORANDUM FOR: All Division and Staff Chiefs  
FROM: Personnel Director  
SUBJECT: Personnel Program for Calendar Year 1953

1. Attached hereto is a "Personnel Program" statement for calendar year 1953. You will note that many of the plans and projects discussed herein represent activities already in process. A summarization of our plans and projects for 1953 is considered desirable, however, in order that all members of the Personnel Office will be aware of those matters that we intend to emphasize during the calendar year.

2. It is suggested that the attached statement be circulated to all members of the Personnel Office for their information and guidance.

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GEORGE E. MELOON

Attachment

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PERSONNEL OFFICE PROGRAM

CALENDAR YEAR 1953

1. GENERAL

a. There are three basic objectives underlying the Personnel Office Program for 1953:

(1) To provide greater assistance to supervisory officials at all levels in the performance of their personnel management responsibilities. Generally, this objective is to be approached by making available to these officials more and better written materials of both a regulatory and informational nature, and also through more effective personal contact with these officials.

(2) To provide better service to Agency personnel generally, particularly through a more effective and expanded program of employee services and benefits.  
And,

(3) To streamline and further simplify personnel operations and procedures in order that the Personnel Office may discharge its functions and responsibilities with maximum economy and efficiency.

b. It is believed that the following will contribute to the attainment of these objectives.

2. DEVELOPMENT OF REGULATORY AND INFORMATIONAL ISSUANCES

a. Regulations

(1) One of the biggest contributions the Personnel Office can make toward the Agency's personnel management program is through the project which has already been initiated for the development and publication of a series of basic personnel regulations. When published, these regulations will make available both to supervisors and Agency personnel generally the basic information needed for an effective personnel program in CIA. The completion of this project has a top priority in 1953.

(2) Another project, closely related to the above, involves the revision of our system of internal Personnel Office issuances (PIM's) to make our internal issuances consistent with the new Agency system. Briefly, this will involve changing the Personnel Office system so that internal issuances can easily be related to Agency issuances and filed with them in the Agency manual. This project will begin as soon as the bulk of the Agency material is published.

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b. Informational Issuances

Another form of written material which will contribute significantly to the Agency personnel program is the informational type of issuance. The following materials are among those scheduled for publication in 1953.

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(2) Handbook for Supervisors - One of the most pressing needs in this Agency is for a handbook which will provide supervisory personnel with the basic personnel management information they require to carry out their personnel responsibilities. It will attempt to do for supervisors what the existing Employee's Handbook does for Agency personnel generally.

*Mr. Kirkpatrick wants to review before publication - per Sully 5/12/53*

(3) Personnel Office Film Strip - It is proposed to develop a film strip on the functions and services of the entire Personnel Office for presentation to Agency administrative and supervisory personnel. This will be similar to the film strip now used by PD(C) but will be more comprehensive.

(4) Classification and Wage Administration Handbook - This handbook will contain information on classification and wage administration matters for supervisory personnel as well as employees generally.

3. DEVELOPMENT OF CLASSIFICATION AND QUALIFICATION STANDARDS

a. Classification Standards

Since classification standards are essential to an effective classification program, it is important that standards applicable to Agency positions be completed in the current calendar year. This is the responsibility of the Classification and Wage Division.

b. Qualification Standards

It is intended that the working group recently assigned responsibility for the development of qualification standards will develop a satisfactory approach to this problem early in the year in order that the majority of the standards needed for Agency positions will be completed before the end of the year.

4. PROCUREMENT OF PERSONNEL

a. Selection

In personnel procurement the Agency will continue to emphasize a high degree of selectivity despite the scarcity of skilled personnel in the present labor market.

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It is anticipated that the recruitment of specialized personnel will remain fairly well stabilized but that clerical recruitment will continue critical. Special techniques must continue to be utilized in developing adequate numbers of qualified clerical candidates.

b. Correspondence

Continued emphasis will be placed on improving communications with applicants through revision of letter content to include all pertinent information, dispatch of timely letters during the processing period, and attention to the style and appearance of letters.

c. Appointment Processing

A study will be made of all aspects of appointment processing to reduce the number of forms, processing steps, etc., to a minimum. This study will include procedures for the referral of applicants to operating officials in an effort to reduce the amount of time consumed in obtaining employment recommendations from all interested offices. It is also intended to establish a procedure for introductions of high-level appointees to the Personnel Director or to the Chiefs, PDO and PDC as appropriate.

5. PLACEMENT AND UTILIZATION

a. Civilian Personnel

Placement personnel will continue to make full use of information developed through follow-up interviews and Personnel Evaluation Reports as a basis for obtaining maximum utilization of Agency personnel. Administrative records of these and other pertinent items on individual "placement work records" will enable the placement officers to offer greater advice and assistance in connection with proposed assignments and other personnel actions. Increased use shall also be made of the Qualification Register in connection with in-service placement activities. Reduced personnel turnover and increased job satisfaction will result if existing techniques are conscientiously applied.

b. Military Personnel

With respect to military personnel, our objective shall be to have the existing policy on the utilization of such personnel published in a suitable Agency issuance, and to see the policy implemented through effective procedures. An agreement with the Department of Defense makes this a "must" this year.

6. CAREER SERVICE PROGRAM

a. Agency and Office Boards

The Personnel Office will continue to give support to the Career Service Program by providing maximum support to the CIA Career Service Board and the Office Career Service Boards, and by supporting those programs and projects that contribute to the establishment of an Agency Career Service. In this connection it must be

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recognized that a good "Career Service Program" and a good "Personnel Program" are one and the same.

b. Personnel Office Career Service Board

The role of the Personnel Office Career Service Board will be more clearly defined in order that it may furnish maximum assistance to the Personnel Director in implementing the Career Service Program within the Personnel Office.

c. Development of Personnel Generalists

The need for generalists qualified to assume Personnel Officer positions in operating components is important and immediate. Specific plans for rotation of specialist professional personnel throughout the Personnel Office will be developed and implemented.

7. POSITION CLASSIFICATION

a. Improved Position Descriptions

The existing program for regular classification surveys will be continued. Attention will be given to refinement of position descriptions to provide all pertinent information.

b. Special Classification Procedures

Instructions will be issued implementing special provisions for the administration of operational and training position allowances. Briefly, these plans provide for modification of the position classification system in certain instances to provide for assignment of incumbents at higher grades when necessary for operational or for training purposes.

8. STATISTICAL REPORTING

Every effort will be made to improve the new Monthly Personnel Statistical report in order that it will be of maximum value to the Personnel Office, the Deputy Director (Administration), and also to those key Agency officials who require such data to enable them to discharge effectively their personnel management responsibilities.

9. EMPLOYEE BENEFITS AND SERVICES

This is an important area in an Agency such as this. Since Agency personnel are necessarily denied certain benefits and privileges normally granted other Federal personnel as well as individuals in private industry, it is advisable for CIA to continue to provide Agency personnel with a well-rounded program of such benefits and services. Existing services will be continued and strengthened, with particular emphasis on the following:

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a. Insurance Program

Special emphasis should continue to be given the recently assigned insurance function. It is important that all individuals eligible for the hospitalization and surgical insurance now available be informed with respect to coverage involved, and also that they receive the best possible service from the Personnel Office with regard to collection of premiums and processing of claims. In this connection it may be desirable to explore the legality and feasibility of collecting such premiums through payroll deductions, not only as a convenience to employees but also as a matter of economy. A continuing review will be made of this program to obtain extension of coverage and benefits whenever practicable.

b. Credit Union

The Personnel Office should favor every action which will tend to strengthen the Credit Union facility in the Agency, regardless of the organizational location of this function. A sound, active Credit Union will contribute much, not only to the convenience of Agency employees, but also to security.

c. Bulletin Boards

The Personnel Office will take positive steps to establish the Agency bulletin board system as a device for informing employees of matters of general interest, and for facilitating the exchange of information on such essential matters as transportation, housing, etc. Steps are presently being taken in this direction.

d. Working Conditions

While serious limitations exist on the role which the Personnel Office can play in improving working conditions generally, every effort should and will be made to do what it is possible to do toward improving such conditions. The cost of employee dissatisfaction and turnover is too great to disregard the very important factors attributable to such unsatisfactory conditions as cramped, poorly lighted, poorly ventilated offices, inadequate heating facilities and the like. Where it is possible for the Personnel Office to make a contribution, recommendations should be forwarded to the Personnel Director for whatever action that can be taken in the particular instance.

e. Incentive Awards

Continuing support will be given the recently rejuvenated Incentive Awards Program in order that employee interest may continue on a high plane. Although the initial emphasis has been on the suggestion program, every effort should be made to establish equal or greater interest in the phases of the program dealing with efficiency and superior accomplishment awards.

f. Housing Service

The Personnel Office will take positive steps to increase the housing service being offered to Agency personnel in the realization that adequate housing is

essential to maintaining good employee morale. Such steps would include consolidating and enlarging the present files of listed accommodations available, providing facilities for employees to describe and list houses and apartments which they might wish to sell or sublet to other Agency personnel, and offering to arrange temporary initial housing for those employees entering on duty. The existence of the housing service conducted by Personnel Relations should be more widely publicized in order that all Agency personnel will be apprised of the assistance available when they seek housing accommodations and will be encouraged to report housing accommodations of which they have knowledge for the benefit of others.

#### 10. CENTRAL PROCESSING

Every effort will be made to improve the service to Agency personnel departing for and returning from overseas duty, with particular emphasis on building up the files of informational materials for the use of personnel scheduled for overseas.

#### 11. SPECIAL CONTRACTING AND ALLOWANCE FUNCTION

Contracts will be reviewed for the purpose of ascertaining whether changes in authorized allowances should be made to bring such allowances in line with present conditions.

#### 12. PROGRAM EVALUATION

With the basic aspects of the CIA personnel program firmly established, it is now timely that a program for systematic evaluation of our personnel policies and procedures be undertaken. We must be assured that our policies and procedures, once established, continue to be the most effective policies and procedures in terms of circumstances currently existing. This will be a responsibility of the Research and Planning Staff.

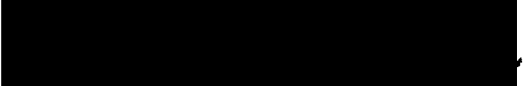
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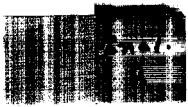
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INCLOSURE 2

WORKLOAD SUMMARY TABLES FOR  
FISCAL YEAR 1953



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III. RESEARCH ACTIVITIES:

- A. Total number of research projects completed during the year: 20
1. Validity Studies: 9 (Example: "The Typing Test as a Predictor of Performance in Production Typing Positions".)
  2. Basic Research: 4 (Example: "Intercorrelation of the Differential Aptitudes Tests".)
  3. New Tests: 5 (Example: "Experimental Testing of Pattern Perception Test".)
  4. Personnel Selection: 2 (Example: "Use of Tests in Selection of CIA Employees".)
- B. Total number of research projects in progress at the present time: 11
1. Validity Studies: 2 (Example: "Differential Aptitudes Tests as Predictors of Performance in Communications Training Courses".)
  2. Basic Research: 2 (Example: "Correlation of the LA-5 Test with Differential Aptitudes Tests".)
  3. New Tests: 4 (Example: "Experimental Testing of Thurstone Test of Mental Alertness".)
  4. Personnel Selection: 3 (Example: "Comparison of Clerical Applicants and Employees of 1952 and 1953".)
- C. Total time devoted to research by professional personnel of the Testing and Evaluation Division: Approximately 40%.

RESEARCH ACTIVITIES

A. Total number of research projects completed during the year: 20

1. Validity Studies: In order to determine to what degree a test or group of tests can accurately predict quality of performance in a particular type of position, validity studies are prepared. Each study, in effect, compares the test performance of many individuals with a rating or other index of the effectiveness of each individual's work performance. Such studies are usually lengthy and complex, since the device used to measure job performance must first be designed and proven reliable. Validity studies, however, are the final proof of the value of a testing program.
  - a. Number completed: 9
  - b. Example: "The Typing Test as a Predictor of Performance in Production Typing Positions".
2. Basic Research: Every testing service must have certain specific information about each of the tests and groups of tests it uses. This information includes the reliability of each test (i.e., the consistency with which the test measures an individual's performance); the intercorrelation between each test in a battery of tests (i.e., the relationship between the scores achieved on one test and the scores achieved on another); and other types of information which are of aid in determining the appropriateness and adequacy of the test for the purpose and population for which it is being utilized.
  - a. Number completed: 4
  - b. Example: "Intercorrelation of the Differential Aptitudes Tests".
3. New Tests: When any type of research indicates the need for a replacement of test or a change in conditions indicates the need for a supplement to be added to existing batteries, this type of study must be done. Psychological literature, test publisher catalogs, and other sources are examined until several tests which appear to be suitable are found. These must then be administered experimentally on the population for which the test is contemplated, and the results of this pre-testing must be subjected to statistical treatment, including the procedures described above for "Basic Research" and "Validity Studies".
  - a. Number completed: 5
  - b. Example: "Experimental Testing of Pattern Perception Test".

4. Personnel Studies: It has been found that test records on file in the Testing Division can, at times, provide useful information to the Personnel Office in planning, reviewing, or executing various selection or placement activities. Whenever the Division feels that information from this source would be of interest or aid, or upon request by the Personnel Director, such data are tabulated and analyzed and findings presented for the use of the Personnel Office.

a. Number completed: 2

b. Example: "Use of Tests in Selection of CIA Employees".